

## **APPROPRIATION SUMMARY**

The 2007-08 proposed budget includes appropriation of \$3,428,014,633, an increase of \$94,570,553 or 3.06% over the 2006-07 final budget. The schedule below lists appropriation, however, it does not include operating transfers, which is a mechanism for providing financing from one fund to another within the county.

	Restated Final 2005-06	Final 2006-07	Proposed 2007-08	Change Between 2006-07 & 2007-08	Percentage Change
Countywide Operations					
Admin/Exec Group	410,300,619	462,158,163	490,562,717	28,404,554	6.92%
Contingencies	96,967,709	59,124,138	79,212,210	20,088,072	20.72%
Financial Administration	6,916,414	6,916,414	7,500,000	583,586	8.44%
Debt Service	21,737,293	21,137,293	20,612,356	(524,937)	(2.41%)
Economic Development Agency	4,039,579	7,884,668	5,047,450	(2,837,218)	(70.24%)
Fiscal Group	48,171,697	55,579,783	58,643,406	3,063,623	6.36%
Human Services	852,267,789	837,760,168	846,156,107	8,395,939	0.99%
Law & Justice Group	541,669,462	607,264,840	647,274,917	40,010,077	7.39%
Public and Support Services Group	85,073,955	99,187,047	99,669,961	482,914	0.57%
<b>Total General Fund</b>	<b>2,067,144,517</b>	<b>2,157,012,514</b>	<b>2,254,679,124</b>	<b>97,666,610</b>	<b>4.72%</b>
Restricted Financing Funds	86,248,868	51,218,711	39,512,156	(11,706,555)	(13.57%)
Capital Project Funds	135,480,527	187,965,212	177,197,565	(10,767,647)	(7.95%)
Special Revenue Funds	361,730,983	419,583,558	420,268,614	685,056	0.19%
<b>Subtotal</b>	<b>2,650,604,895</b>	<b>2,815,779,995</b>	<b>2,891,657,459</b>	<b>75,877,464</b>	<b>2.86%</b>
Enterprise Funds					
Arrowhead Regional Medical Ctr	316,080,391	340,079,901	361,306,417	21,226,516	6.72%
Medical Center Lease Payment	53,508,961	54,023,686	53,408,963	(614,723)	(1.15%)
County Museum Store	141,677	102,316	92,207	(10,109)	(7.14%)
Regional Parks Snackbars	73,245	74,336	77,609	3,273	4.47%
Regional Parks Camp Bluff Lake	257,536	222,466	253,860	31,394	12.19%
Solid Waste Management	72,527,314	123,161,380	121,218,118	(1,943,262)	(2.68%)
<b>Subtotal</b>	<b>442,589,124</b>	<b>517,664,085</b>	<b>536,357,174</b>	<b>18,693,089</b>	<b>4.22%</b>
<b>Total Countywide Funds</b>	<b>3,093,194,019</b>	<b>3,333,444,080</b>	<b>3,428,014,633</b>	<b>94,570,553</b>	<b>3.06%</b>

### **Countywide Operations**

Countywide operations show an increase in appropriation of \$97,666,610. The most significant increases are in Administrative/Executive Group, Contingencies and the Law & Justice Group. The most significant decrease is in the Economic Development Agency. Each group and the significant changes within the group are discussed below.

The **Administrative/Executive Group** shows a net increase of \$28.4 million. The Behavioral Health budget unit represents \$13.6 million of this increase mainly due to increases in staffing to support the Mental Health Services Act and Behavioral Health's Alcohol and Drug program represents \$2.3 million of this increase for additional staff and outpatient contracts. Additionally, the Public Health budget unit increased \$5.0 million which will support staffing increases, facility remodels, and the Outreach, Enrollment, Retention, and Utilization (OERU) program. Furthermore, the Health Administration budget unit increased \$3.0 million as a result of a February 6, 2007 Board of Supervisors' action, which approved the separation of the Inland Counties Emergency Medical Agency (ICEMA) from the Public Health budget unit, to be included as a separate organization within Health Administration and administered directly by the County Administrative Office.



**Contingencies** are increased a total of \$20.1 million primarily due to a \$17.0 million increase in contingencies for uncertainties which represents the increase in unallocated financing remaining after funding the items approved in the Financing Plan. Additionally, the jail expansion contingency is increased by \$4.6 million to restore that contingency to its original amount. In 2006-07, \$4.6 million of the ongoing contingency was used to fund the design costs for the Adelanto Detention Center Expansion Project.

**Debt Service** decreased a net \$0.5 million primarily due to the elimination of a one-time policy item in 2006-07 that allocated \$0.3 million to prepay outstanding Certificates of Participation. The remainder of the change is attributable to lower debt service and debt administration costs, and increased reimbursements.

The **Economic Development Agency** shows a decrease of \$2.8 million resulting from the elimination of one-time funding received in 2006-07; and one-time funding for various community service projects, including the California Speedway Fan Zone Sponsorship and the High Desert Business Resource Center.

Within the **Fiscal Group**, all budget units experienced an increase. The total increase for the fiscal group was \$3.1 million. The most significant increases are in the Treasurer-Tax Collector's and the Auditor/Controller-Recorder's budget units. The Treasurer-Tax Collector's budget unit increased total appropriation by a net \$1.8 million. This increase was spread across all appropriation units with service and supplies and central computer each receiving slightly more than a half-million dollar increase. The Auditor/Controller-Recorder increased total appropriation by a net \$1.1 million. The most significant area of increase is salaries and benefits, which is attributed to MOU and retirement adjustments as well as the addition of budgeted staffing and the reclassification of several existing positions.

The **Human Services** increased a net of \$8.4 million. Increases are reflected in the following budget units: the Administrative Claim increased by \$16.2 million, which is the result of staffing increases, increases in provider payments and transportation assistance to employment service clients, and increases in transfers for staffing costs provided by other county departments; Aid to Adoptive Children increased by \$5.0 million due to increased caseloads providing assistance to adoptive parents; and the Kin-Gap Program increased \$2.4 million as a result of the newly enhanced Kin-Gap Plus program (AB 1808) implemented by the State, which includes a Specialized Care Increment (SCI) and clothing allowances for children.

These increases were offset by decreases of \$12.4 million in the Foster Care budget unit resulting from a decline in caseload in recent years, partly due to cases shifting from Foster Care and into the Kin-Gap program, and \$5.2 million in the CalWORKS – Family Group budget unit due to a reduction of the average CalWORKS grant payment, as a result of the Governor not granting a cost of living adjustment to CalWORKS clients in 2007-08.

The **Law and Justice Group** increased by \$40.0 million. The most significant increases are in the following budget units: Sheriff-Coroner, Probation, District Attorney and Public Defender. In addition to increased cost to maintain current programs, staffing increases are the most significant factor and are discussed below by budget unit.

Staffing enhancements include 77.6 budgeted positions in the Sheriff-Coroner Department, 54.2 budgeted positions in Probation, 40.0 budgeted positions in the District Attorney, and 17.6 budgeted staffing in the Public Defender. These additions are the result of the Board of Supervisors' continued support of public safety as a top priority, which includes detention facilities, along with anticipated new county judgeships, new grant programs, and increases in contract law enforcement for cities.

The **Public and Support Service Group** shows a minor net increase of \$0.5 million. Increases were seen in various budget units with two significant decreases of \$1.4 million and \$1.5 million in the Facilities Management and Registrar of Voters budget units, respectively. The Facilities Management budget unit decreased mainly due to a GASB 34 accounting change to recognize payments for services as reimbursements as opposed to revenue, thereby offsetting the department's overall appropriation. The Registrar of Voters budget unit decreased as a result of the elimination of one-time Help America Vote Act (HAVA) funds that were available from the state to assist the county with its conversion to touch screen electronic voting with Voter Verified Paper Audit Trail functionality.



### **Restricted Financing Funds**

Restricted Financing Funds consist of two restricted financing sources – Prop 172 and Realignment. Prop 172 revenue assists in financing the Sheriff, District Attorney, and Probation departments. Realignment assists in financing mental health, social services and health programs within the County. All financing not anticipated to be utilized during the fiscal year are appropriated in contingencies in these funds.

Of the total \$39.5 million for these restricted financing funds, the Realignment portion is \$24.2 million and the Prop 172 portion is \$15.3 million. Appropriation decreased from the prior year by \$11.7 million, which consisted of a \$11.5 million decrease in Realignment and a \$0.2 million decrease in Prop 172. For more details regarding the usage of these restricted financing funds, refer to the General Fund Financing section of this budget book.

### **Capital Project Funds**

Capital Project Funds appropriation decreased by \$10,767,647 from the prior year amount.

Of the \$177.2 million total proposed appropriation for all capital projects budgeted for 2007-08, \$33.0 million was budgeted for new projects and \$144.2 million was budgeted as carry-over projects. For more details regarding capital project funds, refer to the Capital Improvement Program section of this budget book.

### **Special Revenue Funds**

Special Revenue Funds increased \$685,056 overall.

Significant increases in appropriation in special revenue funds include:

- \$4.9 million net increase in Special Aviation funds primarily due to the cost of several new projects scheduled for 2007-08, as well as anticipated cost increases on a number of existing projects.
- \$3.3 million increase in Southwest Border Prosecution Initiative due to additional reimbursements and anticipated fund balance remaining at the end of the fiscal year.
- \$2.4 million increase in Juvenile Justice Grant Program due to an additional State allocation and anticipated fund balance remaining at the end of the fiscal year.

Significant decreases in appropriation in special revenue funds include:

- \$4.4 million net reduction in Community and Housing Development funds of which decreases of \$6.3 million in Neighborhood Initiative Program and \$1.3 million in Community Development Block Grant Projects budget unit offset by increases of \$1.7 in the Home Program, \$0.7 million in IVDA Program, and \$0.6 million in Affordable Housing.
- \$3.5 million net decrease in various Transportation funds mostly due to a reduction in the number of road projects scheduled in 2007-08 resulting from temporary suspension of Proposition 42 funding from the state.
- \$3.1 million net reduction in the Auditor/Controller-Recorder's micrographic funds, of which, the recorder's systems fund decreased \$4.9 million, offset by two new recorder funds with appropriation of \$800,000 each.



**Enterprise Funds**

Of the six enterprise funds listed in the appropriation summary, Arrowhead Regional Medical Center and Solid Waste Management had the most significant changes.

Arrowhead Regional Medical Center (ARMC) increased appropriation by a total of \$21.2 million. This significant increase entails three major areas of their budget. Salaries and benefit costs increased by \$6.6 million. The components involved in this area include: MOU, retirement, and step advances for the 2,656.0 budgeted staffing positions. In the area of services and supplies, which increased by \$6.0 million, increases are primarily due to costs associated with physician contracts and expenses related to medical and pharmacy supplies. The final major area is fixed assets, which is increasing by \$8.3 million in order to fund new equipment purchases as well as purchases to replace of existing aging equipment.

Solid Waste Management appropriation decreased by \$1.9 million; attributed mainly to a reduction in the number of landfill closure projects scheduled for 2007-08.

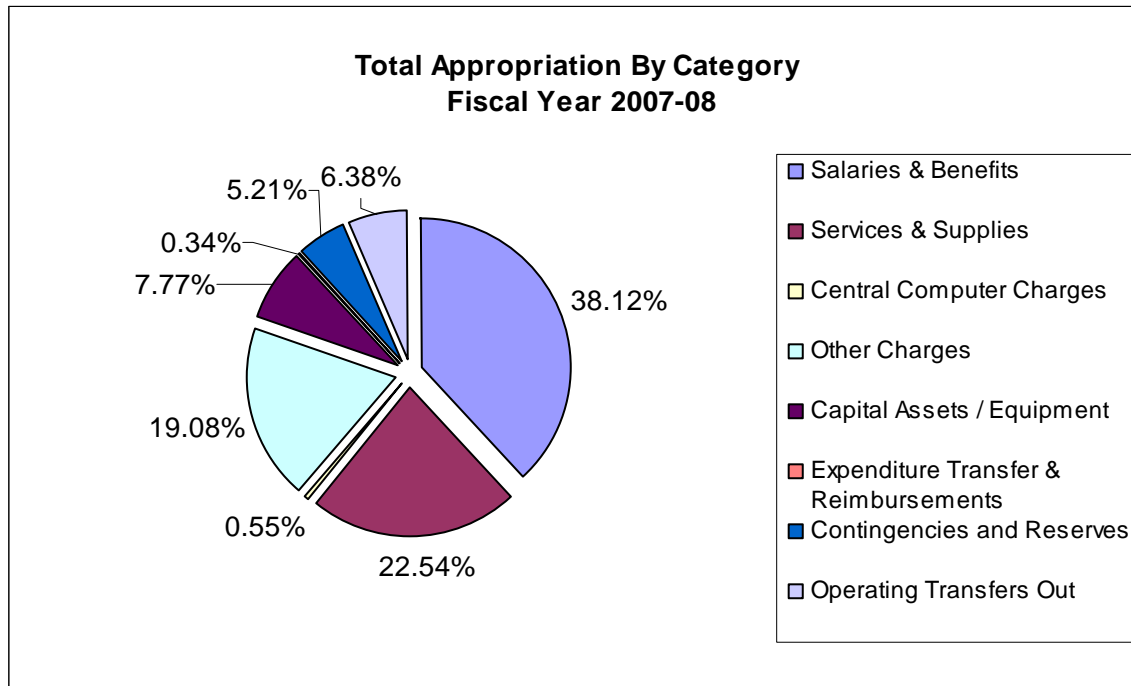
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The appropriation summary charts presented on the following pages include expenditures and other financing uses such as operating transfers for all appropriated funds. Operating transfers represent financing provided from one fund to another within the county. The figures presented on the appropriation by category chart are subtotaled prior to the operating transfers out line. The appropriation categories reflected in the subtotal are the same as presented on page 1 of this county budget summary. Additionally, there is a chart to reflect appropriation by group/agency and a chart for appropriation by fund type.



**APPROPRIATION SUMMARY BY CATEGORY**

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget
<b>Appropriation</b>			
Salaries & Benefits	1,205,940,954	1,325,064,404	1,406,075,989
Services & Supplies	716,139,815	839,099,986	831,385,745
Central Computer Charges	14,971,328	17,848,675	20,414,813
Other Charges	727,264,460	715,060,056	703,936,125
Capital Assets / Equipment	213,270,176	291,507,915	286,670,888
Expenditure Transfer & Reimbursements	(10,601,679)	(7,096,920)	(12,531,152)
Contingencies and Reserves	226,208,965	151,959,964	192,062,225
Subtotal	3,093,194,019	3,333,444,080	3,428,014,633
Operating Transfers Out	197,904,137	287,057,017	235,512,657
Total	3,291,098,156	3,620,501,097	3,663,527,290
Budgeted Staffing	17,128.5	17,601.2	18,164.7



Changes by appropriation category for all appropriated funds include:

- Salaries and Benefits are increasing by approximately \$81.0 million or 6.1%. This represents increased costs as a result of negotiated labor agreements, required retirement contributions, and the addition of 563.5 positions. Of significance, the Department of Behavioral Health added positions as a result of increased funding under the Mental Health Services Act (MHSA); the Sheriff-Coroner added additional staffing for city service contracts, new grants, specialized task forces and workload; the District Attorney received new positions as a result of new judgeships and the Board's focus on gangs; and the Probation Department increased staffing resulting from new judgeships, workload, and mandates related to the John II Settlement and High Desert Juvenile Detention and Assessment Center. Refer to the "Budgeted Staffing Summary" on pages 13 through 19 for further detail regarding staffing changes by department.
- Services and Supplies are decreasing by approximately \$7.7 million or 0.9%. Significant decreases include a result of Community Development and Housing and Road Operations appropriating contingencies in lieu of services and supplies to reflect anticipated expenditures for 2007-08 only.
- Central Computer charges are increasing by \$2.6 million or 14.4%. This is the result of 2006-07 rate adjustments to account for licensing and lease agreements, infrastructure upgrades, and increased central processing unit (CPU) usage.
- Other charges are decreasing by \$11.1 million or 1.6%. This appropriation unit includes public assistance payments, contributions to other agencies, debt service payments, and interest expense. The most notable changes are a \$4.0 million decrease in the Tobacco Settlement Fund, a \$7.7 million decrease in the Capital Project Fund, and a \$6.4 million decrease in public assistance. These decreases are offset with minor increases in the other charges appropriation in various budget units.
- Capital Assets/Equipment is decreasing by \$4.8 million or 1.7% and includes all capital projects, land acquisition, vehicle, and equipment purchases and lease purchases. Significant changes include a decrease of \$10.7 million and \$26.2 million in improvements to land in the Solid Waste and Transportation budget units, respectively; a decrease of \$3.1 million in capital improvements in Capital Projects budget unit; and a decrease of \$4.2 million in equipment purchases in the Sheriff's budget unit. Offsetting these decreases were increases of \$28.9 million anticipated in land purchases in the Special Aviation budget unit and \$8.3 million in equipment purchases in the Arrowhead Regional Medical Center budget unit.
- Expenditure Transfer & Reimbursements are increasing by (\$5.4) million or 76.6%. Transfers are the movement of resources from one fund to another for payment of services received and reimbursements are the amount received as a repayment for the services provided on behalf of another governmental unit or department. Reimbursements are considered a financing source. This significant increase is the result of the reclassification of revenues as reimbursements when the services are provided within the same fund.
- Contingencies and Reserves are increasing by a total of \$40.1 million or 26.4%. Significant increases include \$22.3 million in various Transportation budget units; \$21.6 million in General Fund contingencies, of which, \$4.6 is increased in contingencies for future financing; \$8.6 million in contingencies in the Community Development and Housing budget units. These increases are offset by an \$11.5 million decrease in Realignment contingencies.
- Operating Transfers Out is a method of providing financing from one fund to another for the implementation of a project or program, and is decreasing by \$51.5 million or 18.0%. The most significant decrease includes \$48.5 million in financing from the general fund to Capital Improvement Projects, County Fire Department programs, Transportation Department programs, and Office on Aging programs.

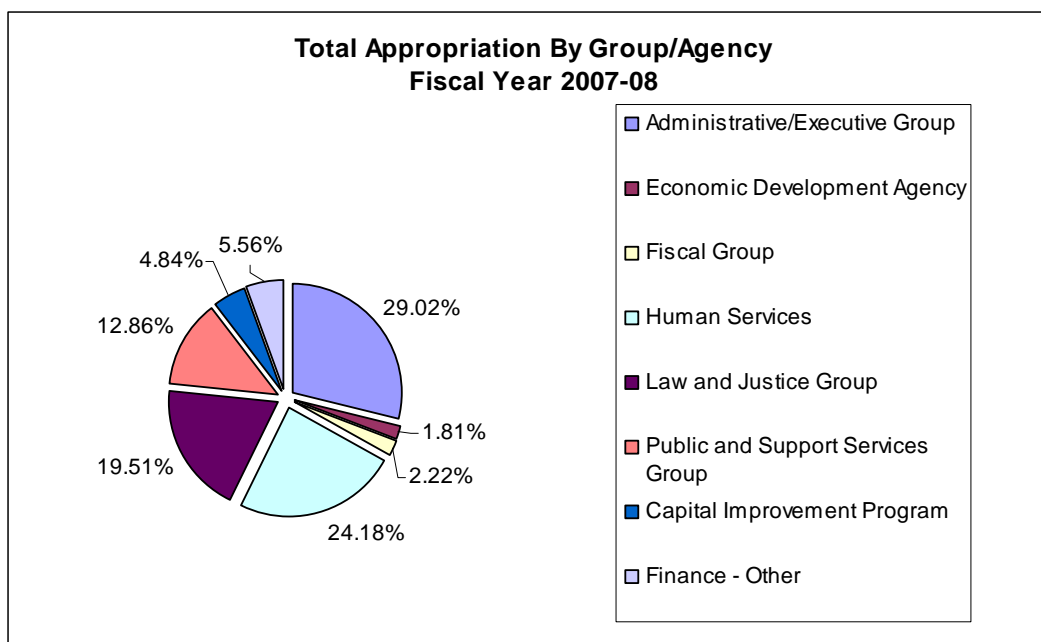


**APPROPRIATION SUMMARY BY GROUP/AGENCY**

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget
Administrative/Executive Group	894,288,168	1,006,460,701	1,063,266,032
Economic Development Agency	74,023,010	72,158,589	66,220,105
Fiscal Group	71,723,990	81,705,339	81,432,733
Human Services	901,936,598	878,654,528	885,735,377
Law and Justice Group	611,331,930	670,404,702	714,698,408
Public and Support Services Group	332,915,892	476,161,994	471,279,965
Capital Improvement Program	138,855,027	187,965,212	177,197,565
Finance - Other	266,023,541	246,990,032	203,697,105
<b>Total</b>	<b>3,291,098,156</b>	<b>3,620,501,097</b>	<b>3,663,527,290</b>
Budgeted Staffing	17,128.5	17,601.2	18,164.7

Note: The Administrative/Executive Group also includes the Health-related departments.

The above chart lists appropriation by group / agency. The Finance – Other group includes budget units that are predominately Countywide in nature, have no budgeted staffing associated with them, or exist for proper budgetary accounting purposes. Included in this group are contingencies, financial administration, the restricted funds of Realignment and Prop 172, and some special revenue funds that only appropriate operating transfers out.





The matrix below lists the group / agency as depicted in the organizational chart of the county. For each group / agency listed, the various fund types utilized are checked.

Group / Agency	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds
Administrative/Executive Group	X	X		X	X
Economic Development Agency	X	X			
Fiscal Group	X	X			
Human Services	X	X			
Law and Justice Group	X	X			
Public and Support Services Group	X	X		X	X
Capital Improvement Program			X		
Finance - Other	X	X			

## **FUND DESCRIPTIONS**

### **Governmental Fund Types**

**General Fund:** The General Fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The General fund is the County's primary operating fund.

**Special Revenue Funds:** Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects).

**Capital Project Funds:** Capital Project Funds account for financial resources designated for the acquisition or construction of major capital facilities other than those financed by Enterprise and Internal Service Funds.

### **Proprietary Fund Types**

**Enterprise Funds:** Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Internal Service Funds:** Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis.

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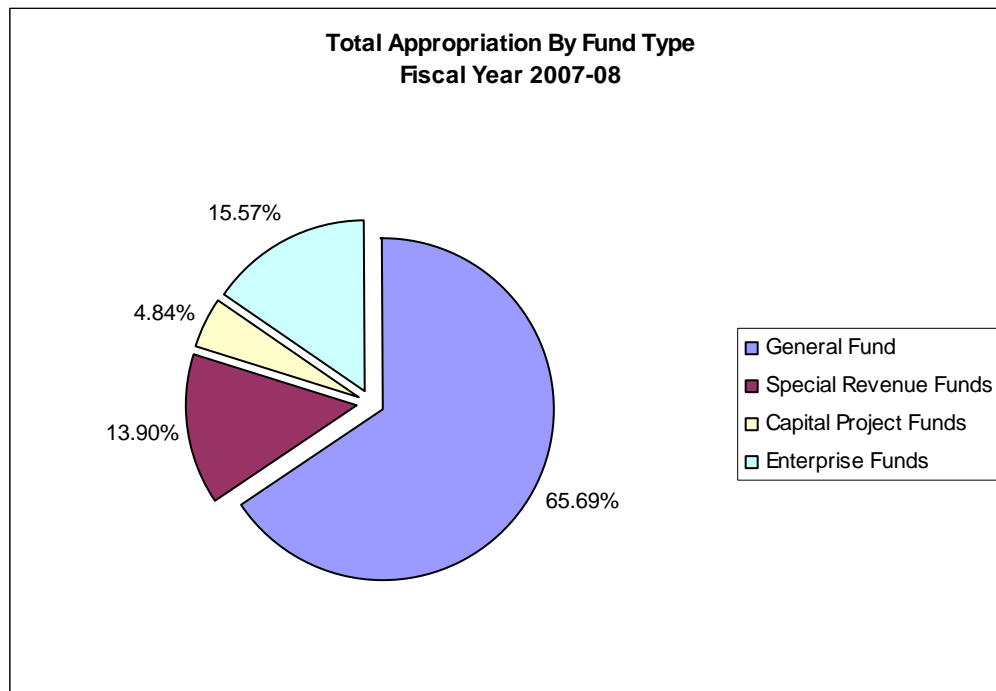
All funds, except Internal Service Funds, are appropriated. Internal Service Funds have budgets for management purposes only.





**APPROPRIATION SUMMARY BY FUND TYPE**

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget
General Fund	2,270,973,964	2,368,052,914	2,406,670,171
Special Revenue Funds	412,223,408	506,727,262	509,295,060
Capital Project Funds	138,855,027	187,965,212	177,197,565
Enterprise Funds	469,045,757	557,755,709	570,364,494
<b>Total</b>	<b>3,291,098,156</b>	<b>3,620,501,097</b>	<b>3,663,527,290</b>
Budgeted Staffing	17,128.5	17,601.2	18,164.7



## **REVENUE SUMMARY**

The 2007-08 proposed county budget is financed from a variety of sources. These sources are listed below. This schedule does not include operating transfers as they are a mechanism for providing financing from one fund to another within the county.

	<b>Final 2005-06</b>	<b>Final 2006-07</b>	<b>Proposed 2007-08</b>	<b>Change Between 2006-07 &amp; 2007-08</b>	<b>Percentage Change</b>
<b>REVENUES FOR ALL COUNTY FUNDS</b>					
(Excluding Enterprise Funds)					
Property Taxes	319,743,053	408,839,612	452,466,469	43,626,857	10.67%
Other Taxes	186,509,549	207,443,448	214,295,806	6,852,358	3.30%
State and Federal Aid	1,326,358,834	1,350,558,090	1,353,513,874	2,955,784	0.22%
Charges for Current Services	372,839,019	407,486,747	422,421,464	14,934,717	3.67%
Other Revenue	117,486,037	120,735,152	141,711,352	20,976,200	17.37%
<b>Subtotal</b>	<b>2,322,936,492</b>	<b>2,495,063,049</b>	<b>2,584,408,965</b>	<b>89,345,916</b>	<b>3.58%</b>
<b>ENTERPRISE FUNDS</b>					
Arrowhead Regional Medical Center	325,780,391	348,892,401	361,614,538	12,722,137	3.65%
Medical Center Lease Payment	23,974,328	24,280,903	24,001,225	(279,678)	(1.15%)
County Museum Store	147,600	133,000	100,000	(33,000)	(24.81%)
Regional Parks Snackbars	82,000	80,500	82,000	1,500	1.86%
Regional Parks Camp Bluff Lake	262,000	188,000	205,200	17,200	9.15%
Solid Waste Management	66,092,089	75,577,813	89,302,811	13,724,998	18.16%
<b>Subtotal</b>	<b>416,338,408</b>	<b>449,152,617</b>	<b>475,305,774</b>	<b>26,153,157</b>	<b>5.82%</b>
<b>Total County Budget</b>	<b>2,739,274,900</b>	<b>2,944,215,666</b>	<b>3,059,714,739</b>	<b>115,499,073</b>	<b>3.92%</b>

### **Property Taxes**

The increase change in this revenue source is attributable to two major causes. An 11% increase in property tax revenues and a 12% increase in VLF Property Tax Swap based on growth estimates provided by the County Assessor's Office and the estimates of a local economist.

### **Other Taxes**

Other taxes are increasing a net \$6.9 million as a result of two noteworthy changes over the prior year: the one-half percent sales tax for Prop 172 revenue is estimated to increase \$11.4 million offset by an estimated decrease of \$4.9 million in Property Transfer Tax as compared to the 2006-07 final budget.

### **State and Federal Aid**

A slight increase in revenues is reflected in the revenue category of state and federal aid. This increase is comprised of both increases and decreases in various programs.

Significant increases in State and Federal Aid include:

- \$13.8 million in the Human Services Administrative Claim budget unit of which includes \$20.0 million increase in state public assistance and \$3.0 million in state and federal health aid. These increases are offset by a \$9.2 million decrease in federal welfare administration funds.
- \$5.8 million in various state and federal grants for the Sheriff-Coroner which are discussed in more detail in the departmental budget.



Significant decreases in State and Federal Aid include:

- \$11.7 million decrease in the Transportation budget unit, which includes the following reductions: \$15.0 million in capital grants, \$11.0 million in state traffic congestion, and \$1.7 million in federal aid for disasters. These decreases were offset by a \$15.0 million increase in Prop 1B highway funds.
- \$6.1 million net decrease in Registrar of Voters, which represents a combination of the termination of the \$8.1 million Help America Vote Act (HAVA) state grant, coupled with \$2.0 million in state funds for an additional election.
- \$7.5 million in state other support reflective of the one-time start up funds received in 2006-07 for the Mental Health Services Act program.
- \$6.9 million in various Human Services' Subsistence budget units which is the result of continued caseload decline.

### **Charges for Current Services**

Charges for current services increased overall from the 2006-07 budget year. The most significant increase in departmental business activity consists of \$8.0 million in contract law enforcement services; \$4.5 million in COWCAP charges; and \$2.6 million in election services.

Noteworthy decreases in current services which are a direct result of the slowing of the housing market include \$2.3 million in recording fees and a net decrease of \$1.6 million in micrographic fees.

### **Other Revenue**

Other revenue includes licenses, permits, franchises, fines and penalties, interest earnings, and tobacco settlement funds.

Significant increases in this category include \$12.6 million in anticipated bond proceeds for the Courthouse Retrofit and \$7.8 million anticipated in interest revenue. Additionally, there is an increase of \$2.1 million in the Human Resources Employee Benefits and Services budget unit and \$1.8 million in the Master Settlement agreement budget unit.

Significant decreases include \$2.5 million in long term debt proceeds for Road Operations; \$1.9 million in other court fines reclassified to civil court fees in current services; \$1.2 million in Housing and Community Development revenues; and a decrease of \$1.0 million in the Sheriff's Aviation budget unit due to the completion of the aircraft sale.

### **Enterprise Funds**

Of the six enterprise funds listed in the revenue summary, Arrowhead Regional Medical Center and Solid Waste Management had the most significant changes.

Arrowhead Regional Medical Center (ARMC) net revenues are expected to grow due to anticipated increases in current services and state revenues attributed by increases in both commercial and private pay inpatient and outpatient volume and an increase in Medi-Cal inpatient services. Additionally, there is an increase in the Realignment allocation to ARMC to fund one-time fixed asset purchases and the automated pharmacy dispensing project.

Solid Waste Management revenues increased by \$13.7 million primarily as the result of \$6.7 million from gate fee increases and additional tonnage at the landfills/transfer stations; \$5.6 million in AB 939 fees from expansion of the Comprehensive Disposal Diversion Program; and \$0.8 million from the renewal of franchise agreements.

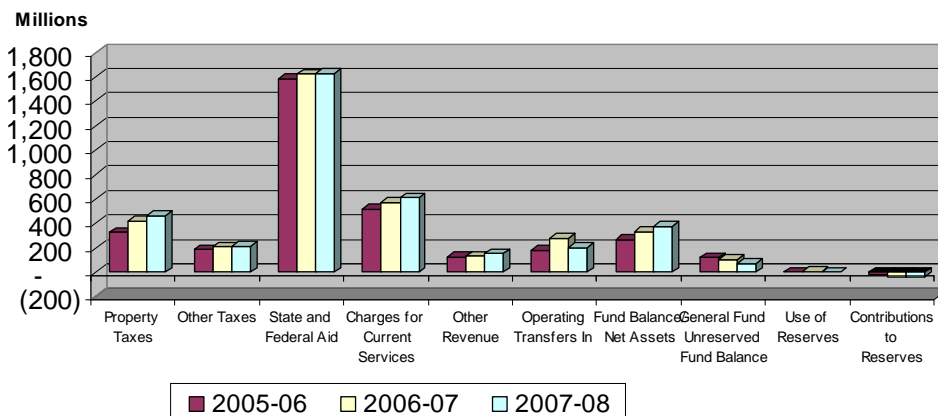


**TOTAL REVENUES AND OTHER FINANCING SOURCES**

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget
<b>Revenues</b>			
Property Taxes	327,126,671	415,936,297	459,810,947
Other Taxes	186,509,549	207,443,448	214,295,806
State and Federal Aid	1,581,198,401	1,622,031,175	1,623,297,552
Charges for Current Services	518,800,040	568,348,265	609,046,155
Other Revenue	125,640,239	130,456,481	153,264,279
<b>Total Revenues</b>	<b>2,739,274,900</b>	<b>2,944,215,666</b>	<b>3,059,714,739</b>
<b>Other Financing Sources</b>			
Operating Transfers In	179,256,696	275,104,245	198,745,054
Fund Balance/Net Assets	270,078,921	329,871,416	372,981,686
General Fund Unreserved Fund Balance	121,637,030	100,698,815	72,782,500
Use of Reserves	2,253,702	6,063,708	-
Contributions to Reserves	(21,403,093)	(35,452,753)	(40,696,689)
<b>Total Other Financing Sources</b>	<b>551,823,256</b>	<b>676,285,431</b>	<b>603,812,551</b>
<b>Total Revenues and Other Financing Sources</b>	<b>3,291,098,156</b>	<b>3,620,501,097</b>	<b>3,663,527,290</b>

The revenue and other financing sources schedule above includes all county funds. This schedule includes operating transfers, which are the mechanism for providing financing from one fund to another within the county. Additionally, this schedule summary provides the fund balance/net assets of all non-general funds, the general fund's unreserved fund balance, as well as, the use of, and the contributions to the county's reserves as designated in the financing plan.

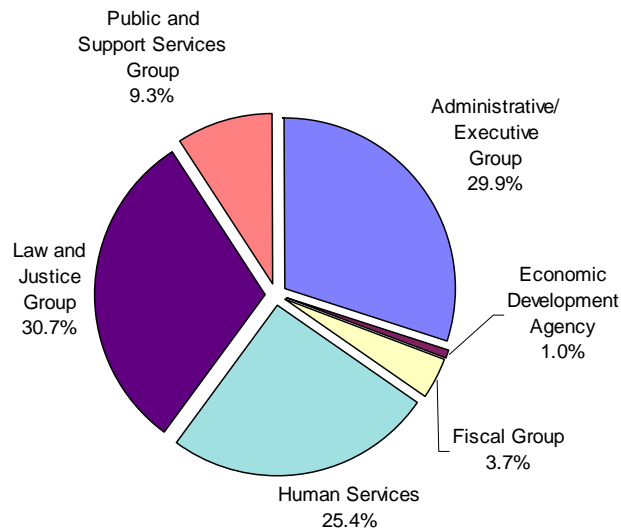
**Total Revenues and Other Financing Sources  
Fiscal Years 2005-06 Through 2007-08**



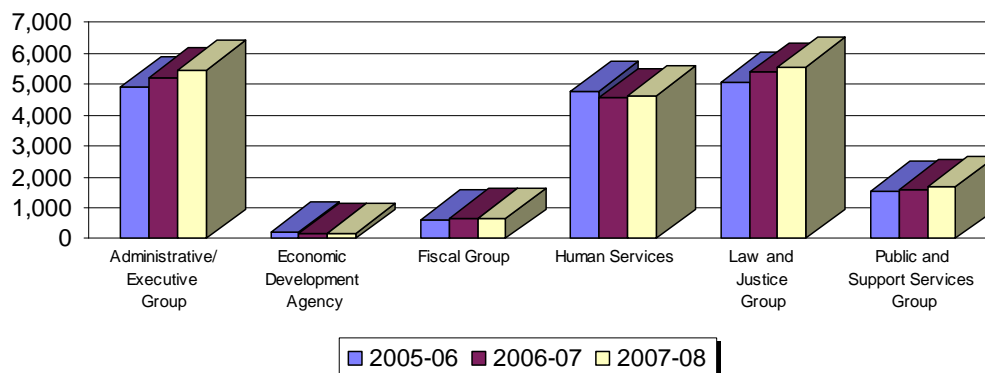
## **BUDGETED STAFFING SUMMARY**

The graph below depicts the budgeted staffing by group / agency for the current fiscal year. The graph at the bottom illustrates the budgeted staffing for the current as well as the prior two fiscal years.

**Budgeted Staffing By Group / Agency  
Fiscal Year 2007-08**



**Budgeted Staffing By Group / Agency  
Fiscal Years 2005-06 Through 2007-08**



	Change from Previous Year				2007-08 Budgeted Staffing	Percentage Change
	2006-07 Budgeted Staffing	Caseload Driven/ Grant or Special Funded Programs	All Other Programs	Total Change		
General Fund	12,913.1	420.0	78.3	498.3	13,411.4	3.9%
Other Funds	4,688.1	65.2	0.0	65.2	4,753.3	1.4%
Total	17,601.2	485.2	78.3	563.5	18,164.7	

### **BUDGETED STAFFING SUMMARY**

Significant changes from the previous year in caseload driven, grant or special funded programs include the following:

#### **General Fund**

- **County Administrative Office – Health Administration** increased budgeted staffing by 16.8 positions as a result of the transfer of 18.8 positions from the Inland Counties Emergency Medical Agency (ICEMA) previously reflected within the Public Health budget unit. These additions were offset by the transfer of 1.0 Deputy Administrative Officer and 1.0 Executive Secretary to the County Administrative Office budget to better align the administrative support provided.
- **Behavioral Health** increased budgeted staffing by 122.5 positions primarily as a result of 85.9 mid-year Board of Supervisor approved budgeted positions added for the Mental Health Services Act program, an addition of 12.0 for the Mentally Ill Offender Crime Reduction program, 11.0 Public Service Employee and intern positions, and 13.0 positions for various departmental needs.
- **Public Health** increased budgeted staffing by 59.9 positions as a result of staff previously budgeted as part time who are reflected at full time in 2007-08. The department has received additional general fund support to cover any salary and benefit increases that existing state and federal grants, for programs such as Tuberculosis Control, Immunization and Black Infant Health, are unable to cover within their existing allocations.
- **Aging and Adult Services – Aging Program** budgeted staffing increased by 30.6 positions. This addition is primarily due to the addition of 20.9 contract training positions in the Senior Training and Employment Program.
- **Human Services Administrative Claim** budgeted staffing increased by 26.0 positions. Of these, Transitional Assistance is increasing by 8.75 budgeted positions, Children's Services is reducing by 4.0 budgeted positions, Aging and Adult Services is increasing by 6.0 positions, and Human Services support divisions are increasing 15.25 budgeted positions. The overall increase in budgeted positions is the result of increases in funding in 2007-08.



- **District Attorney – Criminal** budgeted staffing increased by 40.0 positions, including: 8.0 positions approved mid-year by the Board of Supervisors; 17.5 positions associated with new judgeships expected in 2007-08, which will be filled only when actual judicial appointments are made; 12.0 positions transferred from the department's fines and forfeitures budget units to the main District Attorney budget; 1.0 Deputy District Attorney position that is replacing a contract Grand Jury Advisor (0.5 FTE) who is retiring; 1.0 Executive Secretary II to support an Assistant District Attorney and; 1.0 Special Assistant Deputy District Attorney assigned to special projects and policy development. The additional costs for these positions is expected to be offset by salary savings resulting from 6.0 top range Deputy District Attorneys leaving the office to become judges in 2006-07 and up to 5.0 more expected in 2007-08. These vacancies will be filled with entry level attorneys creating significant salary savings for the department.
- **Public Defender** budgeted staffing increased by 17.6 positions. The department anticipates staffing four new criminal courtrooms in 2007-08 due to increased judgeships. Staffing attributable to the judgeships includes: 6.0 Deputy Public Defenders, 2.6 Office Assistant IIIs, and 3.0 Public Defender Investigators. The department will fill these positions only as judgeships are added. Other staffing changes include: the addition of 3.0 Deputy Public Defenders, two for Gang Injunctions; 1.0 Supervising Public Defender Investigator; 1.0 Public Defender Interviewer due to increased workload and; the addition of 3.0 positions due to budgeting positions at full time rather than half time. These additions are partially offset by the deletion of 1.0 Social Services Practitioner and 1.0 Graduate Student Intern.
- **Probation Administration, Corrections and Detention** budgeted staffing increased by 54.2 positions, including: 21.0 positions approved mid-year by the Board of Supervisors; 8.5 budgeted staffing in new positions due to program adjustments; 4.2 budgeted staffing for overtime; 20.5 budgeted staffing due to the expansion to full year funding for mandated John Doe II (10.3 budgeted staff) and High Desert Juvenile Hall (10.2 budgeted staff) staff and; 8.0 projected new Superior Court judgeships. These increases will be offset by the deletion of 8.0 budgeted staffing related to program changes including Prop 36 reductions, Camp Heart Bar closure, changes in food service delivery, and the School Probation Officer program.
- **Sheriff-Coroner** increased 41.0 budgeted positions in the caseload driven, grant or special funded programs category, primarily due to 22.0 personnel added for city contracts; 17.5 due to new grants; 9.0 for specialized task forces; 4.3 contract training positions; 4.2 deputy coroner investigators for full-time funding; and 2.3 budgeted positions for drug education programs, which are funded by asset forfeitures; and a decrease of 15.0 IRNET positions and 8.8 inmate welfare positions.

### **Other Funds**

- **Information Services' Network Services Division** staffing increased by 13.0 budgeted positions. The increases in staffing include the transfer of 5.1 Wide Area Network positions from the Computer Operations budget unit to better align program services as well as the addition of 11.0 budgeting staffing to provide increased support for various program services. These additions are offset by the transfer of 2.1 Multimedia Coordinators and 1.0 Network Services Supervisor to the general fund to support the multimedia program at the county government center.
- **Arrowhead Regional Medical Center** budgeted staffing decreased by 27.4 positions due to a decrease of 16.0 Radiology Program Trainees/Interns (interns in this program are no longer compensated), a transfer of 2.0 Human Resource Officers to the County Human Resources Department, a decrease of 6.4 nursing positions to cover additional costs associated with the mid-year conversion of Per-Diem Registered Nursing positions to regular positions, and the remaining net decrease of 3.0 positions due to various staffing adjustments based on departmental needs.
- **Preschool Services** budgeted staffing increased by 13.8 positions primarily due to an increase in Contract Teacher III positions, which are required to meet future credential requirements mandated by the department's federal funding source.





- **County Library** budgeted staffing increased by 25.1 budgeted positions, including: 7.8 positions due to fewer than anticipated vacancies in the professional positions as well as improved hiring practices that should allow the Library to fill vacant positions much sooner and; 17.3 positions due to increased workload demands at both new and existing branches of the library.
- **Public Works - Road Operations** increased by 25.9 budgeted positions primarily as a result of 5.0 new positions being added to the Contracts Division due to increased workload caused by additional Proposition 42 and Proposition 1B funding; 4.0 new positions being requested for the Design Division due to increased workload caused by additional Proposition 42, Proposition 1B, and Development Mitigation Plan funding; and 9.0 new positions for the Operations Division because the increased revenue from Proposition 42, Proposition 1B, and Local Transportation Funds has resulted in additional yard chip seal and overlay projects that are administered by the Operations Division. The remaining additional positions are necessary to provide support for various program services.

Significant changes from the previous year in all other programs include the following:

#### **General Fund**

- **Registrar of Voters** increased by a net 10.8 budgeted positions due to an increase of 3.8 various regular positions for anticipated overtime, 4.3 extra-help positions, and 2.7 various clerical positions. These increases are necessary in order to conduct three major elections in 2007-08 and will be partially offset by savings from clerical positions that are budgeted at lower step levels because of staff turnover.
- **Sheriff – Coroner** increased an additional 36.6 budgeted positions, including 22.1 temporary positions for workload due to long-term vacancies and disability; 10.7 station officers and custody specialists for jails at outlying stations; 1.8 administrative positions for fiscal and clerical support; 1.0 communication manager; and 1.0 contract armorer for the academy.

Countywide staffing changes are outlined by county department in the following chart:

## BUDGETED STAFFING SUMMARY

Department	2005-06 Final Budget	2006-07 Final Budget	2007-08 Proposed Budget	Change Between 2006-07 & 2007-08
<b>ADMINISTRATIVE/EXECUTIVE GROUP</b>				
<b><u>GENERAL FUND</u></b>				
BOARD OF SUPERVISORS	58.0	60.5	57.3	(3.2)
BOARD OF SUPERVISORS - LEGISLATION	1.0	2.0	5.0	3.0
CLERK OF THE BOARD	14.0	15.0	16.0	1.0
COUNTY ADMINISTRATIVE OFFICE	18.0	21.3	24.0	2.7
COUNTY ADMINISTRATIVE OFFICE - FRANCHISE ADMINISTRATION	3.0	3.0	3.0	0.0
COUNTY ADMINISTRATIVE OFFICE - HEALTH ADMINISTRATION	4.0	4.0	20.8	16.8
COUNTY COUNSEL	66.7	67.6	68.6	1.0
HUMAN RESOURCES	88.6	100.0	103.0	3.0
HUMAN RESOURCES - CENTER FOR EMPLOYEE HEALTH & WELLNESS	13.9	18.2	18.5	0.3
INFORMATION SERVICES - APPLICATION DEVELOPMENT	102.4	102.8	106.5	3.7
PURCHASING	16.0	15.0	15.0	0.0
BEHAVIORAL HEALTH	549.6	644.2	766.7	122.5
BEHAVIORAL HEALTH - ALCOHOL AND DRUG SERVICES	75.8	76.4	85.8	9.4
PUBLIC HEALTH	860.4	840.4	900.3	59.9
PUBLIC HEALTH - CALIFORNIA CHILDREN'S SERVICES	158.0	171.4	180.9	9.5
SUBTOTAL GENERAL FUND	2,029.4	2,141.8	2,371.4	229.6
<b><u>OTHER FUNDS</u></b>				
HUMAN RESOURCES - EMPLOYEE BENEFITS & SERVICES	33.0	33.0	32.0	(1.0)
HUMAN RESOURCES - COMMUTER SERVICES	2.5	2.5	3.0	0.5
INFORMATION SERVICES - COMPUTER OPERATIONS	126.9	135.1	134.1	(1.0)
INFORMATION SERVICES - NETWORK SERVICES	93.0	105.0	118.0	13.0
PURCHASING - SURPLUS PROPERTY & STORAGE OPERATIONS	13.0	8.0	5.0	(3.0)
PURCHASING - MAIL/COURIER SERVICES	33.0	31.0	30.0	(1.0)
PURCHASING - PRINTING SERVICES	16.0	16.0	18.0	2.0
RISK MANAGEMENT - OPERATIONS	70.5	71.0	72.0	1.0
ARROWHEAD REGIONAL MEDICAL CENTER	2,491.0	2,683.4	2,656.0	(27.4)
SUBTOTAL OTHER FUNDS	2,878.9	3,085.0	3,068.1	(16.9)
<b>TOTAL ADMINISTRATIVE/EXECUTIVE GROUP</b>	<b>4,908.3</b>	<b>5,226.8</b>	<b>5,439.5</b>	<b>212.7</b>
<b>ECONOMIC DEVELOPMENT AGENCY</b>				
<b><u>GENERAL FUND</u></b>				
ECONOMIC DEVELOPMENT	40.0	47.0	47.0	0.0
SUBTOTAL GENERAL FUND	40.0	47.0	47.0	0.0
<b><u>OTHER FUNDS</u></b>				
COMMUNITY DEVELOPMENT AND HOUSING	50.0	49.0	49.5	0.5
WORKFORCE DEVELOPMENT	140.5	84.0	84.0	0.0
SUBTOTAL OTHER FUNDS	190.5	133.0	133.5	0.5
<b>TOTAL ECONOMIC DEVELOPMENT AGENCY</b>	<b>230.5</b>	<b>180.0</b>	<b>180.5</b>	<b>0.5</b>



## BUDGETED STAFFING SUMMARY

Department	2005-06 Final Budget	2006-07 Final Budget	2007-08 Proposed Budget	Change Between 2006-07 & 2007-08
<b>FISCAL GROUP</b>				
<b><u>GENERAL FUND</u></b>				
ASSESSOR	175.6	204.5	202.5	(2.0)
AUDITOR/CONTROLLER-RECORDER	203.6	210.6	216.8	6.2
TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR	179.9	199.4	201.1	1.7
<b>SUBTOTAL GENERAL FUND</b>	<b>559.1</b>	<b>614.5</b>	<b>620.4</b>	<b>5.9</b>
<b><u>OTHER FUNDS</u></b>				
ASSESSOR - STATE/COUNTY PROPERTY TAX ADMINISTRATION PROGRAM	28.3	28.3	28.3	0.0
AUDITOR/CONTROLLER-RECORDER - ELECTRONIC RECORDING	0.0	0.0	1.0	1.0
AUDITOR/CONTROLLER-RECORDER - RECORDER RECORDS	0.0	0.0	1.0	1.0
AUDITOR/CONTROLLER-RECORDER - SYSTEMS DEVELOPMENT	8.0	17.0	20.0	3.0
AUDITOR/CONTROLLER-RECORDER - RECORDS MANAGEMENT	1.0	0.0	0.0	0.0
<b>SUBTOTAL OTHER FUNDS</b>	<b>37.3</b>	<b>45.3</b>	<b>50.3</b>	<b>5.0</b>
<b>TOTAL FISCAL GROUP</b>	<b>596.4</b>	<b>659.8</b>	<b>670.7</b>	<b>10.9</b>
<b>HUMAN SERVICES</b>				
<b><u>GENERAL FUND</u></b>				
AGING AND ADULT SERVICES - AGING PROGRAM	101.9	103.2	133.8	30.6
AGING AND ADULT SERVICES - PUBLIC GUARDIAN - CONSERVATOR	27.0	28.0	30.0	2.0
CHILD SUPPORT SERVICES	496.0	461.5	452.0	(9.5)
HUMAN SERVICES ADMINISTRATIVE CLAIM	3,607.3	3,425.0	3,451.0	26.0
VETERANS AFFAIRS	18.0	18.0	18.0	0.0
<b>SUBTOTAL GENERAL FUND</b>	<b>4,250.2</b>	<b>4,035.7</b>	<b>4,084.8</b>	<b>49.1</b>
<b><u>OTHER FUNDS</u></b>				
PRESCHOOL SERVICES	541.8	514.1	527.9	13.8
<b>SUBTOTAL OTHER FUNDS</b>	<b>541.8</b>	<b>514.1</b>	<b>527.9</b>	<b>13.8</b>
<b>TOTAL HUMAN SERVICES</b>	<b>4,792.0</b>	<b>4,549.8</b>	<b>4,612.7</b>	<b>62.9</b>
<b>LAW AND JUSTICE GROUP</b>				
<b><u>GENERAL FUND</u></b>				
DISTRICT ATTORNEY - CRIMINAL	422.0	449.0	489.0	40.0
DISTRICT ATTORNEY - CHILD ABDUCTION AND RECOVERY	6.3	6.0	6.0	0.0
LAW AND JUSTICE GROUP ADMINISTRATION	1.0	1.0	1.0	0.0
PROBATION - ADMIN, CORRECTIONS & DETENTION	1,137.2	1,179.2	1,233.4	54.2
PUBLIC DEFENDER	197.0	221.0	238.6	17.6
SHERIFF-CORONER	3,207.1	3,426.6	3,504.2	77.6
<b>SUBTOTAL GENERAL FUND</b>	<b>4,970.6</b>	<b>5,282.8</b>	<b>5,472.2</b>	<b>189.4</b>
<b><u>OTHER FUNDS</u></b>				
DISTRICT ATTORNEY - SPECIAL REVENUE	33.0	37.8	28.0	(9.8)
PROBATION - JUVENILE JUSTICE GRANT PROGRAM	52.0	50.8	55.0	4.2
SHERIFF-CORONER - SPECIAL REVENUE	12.0	12.0	18.0	6.0
<b>SUBTOTAL OTHER FUNDS</b>	<b>97.0</b>	<b>100.6</b>	<b>101.0</b>	<b>0.4</b>
<b>TOTAL LAW AND JUSTICE GROUP</b>	<b>5,067.6</b>	<b>5,383.4</b>	<b>5,573.2</b>	<b>189.8</b>



## BUDGETED STAFFING SUMMARY

Department	2005-06 Final Budget	2006-07 Final Budget	2007-08 Proposed Budget	Change Between 2006-07 & 2007-08
<b>PUBLIC AND SUPPORT SERVICES GROUP</b>				
<b><u>GENERAL FUND</u></b>				
PUBLIC AND SUPPORT SERVICES GROUP ADMINISTRATION	9.0	10.0	10.0	0.0
AGRICULTURE/WEIGHTS AND MEASURES	63.5	65.7	69.3	3.6
AIRPORTS	28.0	29.5	29.5	0.0
ARCHITECTURE AND ENGINEERING	23.5	26.3	28.0	1.7
COUNTY MUSEUM	53.7	52.7	51.6	(1.1)
FACILITIES MANAGEMENT	148.7	153.4	154.9	1.5
FACILITIES MANAGEMENT - UTILITIES	1.0	1.0	1.0	0.0
LAND USE SERVICES - ADMINISTRATION	11.0	11.0	12.0	1.0
LAND USE SERVICES - CURRENT PLANNING	30.0	33.0	34.0	1.0
LAND USE SERVICES - ADVANCE PLANNING	18.0	18.0	18.0	0.0
LAND USE SERVICES - BUILDING AND SAFETY	85.2	95.2	98.2	3.0
LAND USE SERVICES - CODE ENFORCEMENT	35.0	40.0	40.0	0.0
LAND USE SERVICES - FIRE HAZARD ABATEMENT	22.0	22.0	22.0	0.0
PUBLIC WORKS - SURVEYOR	41.9	41.9	42.6	0.7
REAL ESTATE SERVICES	24.0	24.0	24.0	0.0
REGIONAL PARKS	118.1	127.6	129.7	2.1
REGISTRAR OF VOTERS	40.1	40.0	50.8	10.8
SUBTOTAL GENERAL FUND	752.7	791.3	815.6	24.3
<b><u>OTHER FUNDS</u></b>				
COUNTY LIBRARY	215.8	226.2	251.3	25.1
COUNTY MUSEUM - MUSEUM STORE	2.0	1.8	2.0	0.2
FLEET MANAGEMENT - GARAGE	96.4	92.0	94.5	2.5
FLEET MANAGEMENT - MOTOR POOL	4.0	4.0	4.0	0.0
PUBLIC WORKS - ROAD OPERATIONS	367.4	386.5	412.4	25.9
PUBLIC WORKS - SOLID WASTE MANAGEMENT	84.2	95.8	99.9	4.1
REGIONAL PARKS - CALICO GHOST TOWN MARKETING SVCS	1.0	1.0	1.2	0.2
REGIONAL PARKS - CAMP BLUFF LAKE	3.9	1.5	5.9	4.4
REGIONAL PARKS - COUNTY TRAIL SYSTEM	5.0	0.0	0.0	0.0
REGIONAL PARKS - SNACK BARS	1.3	1.3	1.3	0.0
SUBTOTAL OTHER FUNDS	781.0	810.1	872.5	62.4
<b>TOTAL PUBLIC AND SUPPORT SERVICES GROUP</b>	<b>1,533.7</b>	<b>1,601.4</b>	<b>1,688.1</b>	<b>86.7</b>
<b>TOTAL COUNTY DEPARTMENTS - GENERAL FUND</b>	<b>12,602.0</b>	<b>12,913.1</b>	<b>13,411.4</b>	<b>498.3</b>
<b>TOTAL COUNTY DEPARTMENTS - OTHER FUNDS</b>	<b>4,526.5</b>	<b>4,688.1</b>	<b>4,753.3</b>	<b>65.2</b>
<b>COUNTY DEPARTMENTS GRAND TOTAL</b>	<b>17,128.5</b>	<b>17,601.2</b>	<b>18,164.7</b>	<b>563.5</b>



## **CAPITAL IMPROVEMENT PROGRAM**

The County's Capital Improvement Program includes construction, rehabilitation and repair projects for numerous facilities and structures.

The capital project funds listed in the appropriation summary schedules in this Budget Summary and presented in the chart below represent those managed by the Architecture and Engineering Department and accounted for in the two funds, CJV and CJS. The County has several other capital projects that are accounted for in various special revenue funds belonging to the respective project departments, such as Airports, Regional Parks, and the Department of Public Works Solid Waste Management and Transportation Divisions.

In the 2007-08 proposed budget \$33.0 million in new projects are funded, primarily using County discretionary funds. Major new projects using discretionary funds include an ongoing set aside of \$4.0 million for a new Central Juvenile Hall on the existing Gilbert Street campus site in San Bernardino, additional funding in the amount of \$1.6 million to complete the new Crestline Library, and \$1.3 million for design and Phase I of a new animal care and adoption facility at the Devore Animal Shelter. Various other infrastructure projects will improve water systems, provide emergency generators for communication sites, improve recreation facilities, expand parking lots, replace roofs, improve heating, ventilation and air conditioning systems, and remodel and expand various office buildings.

Projects approved in prior years but not yet completed total an additional \$144.2 million. The five major carryover projects are the \$40.8 million seismic retrofit and remodel of the historic County Courthouse in San Bernardino to be funded primarily by an existing civil filing fee surcharge, a \$30.0 million remodel of the 6th floor of the Arrowhead Regional Medical Center in Colton to convert the floor from administrative space to a medical/surgical wing, the \$7.2 million construction of the Hall of Geological Wonders at the County Museum in Redlands, the \$6.4 million expansion and remodel of the Fontana Courthouse, and \$4.6 million for the design to add 896 beds to the Adelanto Jail Facility. The total estimated budget for the jail expansion is \$111.0 million and a \$7.0 million set aside has been included in the budget financing plan for debt service.

### **Capital Project Funds**

			Nbr of Projects	General Fund Local Cost	Other Discretionary Funding	Restricted Funding	Total
<b>New Projects</b>							
Contribution to Other Agencies	CJV	-	-	-	-	-	-
Contributions to Non-Owned Projects	CJV	-	-	-	-	-	-
Structures and Improvements	CJV	48	21,300,000	2,152,500	9,500,800	32,953,300	
Total New Projects		48	21,300,000	2,152,500	9,500,800	32,953,300	
<b>Carryover Projects</b>							
Contribution to Other Agencies	CJV	15	3,504,884	-	-	3,504,884	
Structures and Improvements	CJV	174	55,834,347	17,760,980	66,971,979	140,567,306	
High Desert Juvenile Detention Center	CJS	1	172,075	-	-	172,075	
Total Carryover Projects		190	59,511,306	17,760,980	66,971,979	144,244,265	
Total Capital Project Funds		238	80,811,306	19,913,480	76,472,779	177,197,565	



For a complete listing of capital improvement program highlights in all funds, please refer to the Capital Improvement Program section of this budget book.

